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The

NATIONAL ASSOCIATION of CORPORATION SCHOOLS BULLETIN

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Volume VI

October, 1919

Should a Dismissal Wage Be Paid

Desiring information upon the subject of a dismissal wage, a Class "A" member requested the Managing Director to issue a questionnaire to all our members, and as a result of this action, certain definite information was secured which is embraced in a special article which appears in this issue of the BULLETIN. The questionnaire developed much helpful information, especially the discussion of whether or not employes should be discharged out of the company or to the employing division, where effort may be made to retain employes in other and satisfactory capacities.

PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE

The National Association of Corporation Schools

Headquarters, 130 East 15th Street, New York City

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Schools aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested entirely in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members), Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the Constitution—Article VII.

SECTION 1.—The annual dues of Class A members shall be \$100.00.

SECTION 2.—The annual dues of Class B members shall be \$5.00 and the annual dues of Class C members shall be \$10.00.

SECTION 3.—All dues shall be payable in advance and shall cover the calendar year. New Class A members joining between January 1st and April 1st shall pay first year's dues of \$100.00; those joining between April 1st and July 1st shall pay nine months' dues or \$75.00; those joining between July 1st and October 1st shall pay six months' dues or \$50.00; those joining between October 1st and December 31st shall pay three months' dues or \$25.00, but for subsequent years shall pay full dues of \$100.00. Any members in arrears for three months shall be dropped by the Executive Committee unless in its judgment sufficient reasons shall exist for continuing members on the roll.

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The National Association of Corporation Schools B U L L E T I N

Published Monthly by

THE NATIONAL ASSOCIATION OF CORPORATION SCHOOLS

130 E. 15th Street, New York City

Edited by F. C. Henderschott, Managing Director

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Vol. VI

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No. 10

TO FOUND A GREAT INDUSTRIAL AND COMMERCIAL UNIVERSITY

For some time past consideration has been given by the officers and members of the Executive Committee of our Association to the ultimate objects and aims of The National Association of Corporation Schools.

When our Association was organized, it was felt by those who promoted the movement that there was need for industrial and commercial training and that methods and results could be interchanged with mutual profit. But as the activities of our Association have developed, it has become clear that our real purpose will not culminate until there is established a great university serving the commercial and industrial interests of our country. This development was fully discussed at the recent meeting of the Executive Committee. There are, however, a number of problems to solve before the plan can be made effective. Our Association will necessarily have to be incorporated. There will be need for a board of trustees. A considerable financial support will be required and the expression of our Class "A" members will be sought as to where this university, when established, shall be permanently located. Probably eighty per cent of our present and prospective membership will be within the territory bounded by the Potomac River on the south and the Mississippi on the west. Somewhere north and east of these rivers this great institution, which will mean so much to the industrial and commercial welfare of our nation, will be established and developed.

As a result of the discussions by the members of the Execu-

tive Committee, President Kincaid appointed a sub-committee to revise the Constitution and draft by-laws, and another sub-committee to take up the subject of incorporation. An additional committee was appointed to consider a permanent location for the university. It is probable that no definite action can be taken for some months yet. Nevertheless, the preliminary work can and will be accomplished. To successfully organize and establish such an institution will require a considerable amount of money, possibly so much as a million dollars, yet there are big-hearted, earnest American citizens who head the great industrial corporations and institutions of the United States who, it is believed, will not be found wanting when this stage of the development is reached.

The purposes of the university will be to make investigations and to conduct courses designed to train efficient executives in all of the departments of the field of personnel relations in industrial and commercial life. In this field will be found employment, training, thrift, profit-sharing, cooperative management, health and safety, welfare, and all other activities which relate to the best interests of employes as well as management and of the employers. This is an ambitious undertaking, but not more so than was the founding of our Association some seven years ago. Now over one hundred and forty of the industrial institutions of this country having membership in our Association are cooperating along lines which, it is believed, will ultimately insure industrial peace and the elimination of waste.

The greatest service that our members can render in bringing about this development will be to secure additional Class "A" members. When our Association has two hundred of these industrial institutions in membership it will be possible to commence active developments looking to the founding of this institution, which will be controlled and operated by our Association.

THE DEVELOPMENT OF AN EQUITABLE SCHEME FOR THE DISTRIBUTION OF CREATED WEALTH

A questionnaire sent to several hundred of the leading industrial and commercial institutions in the United States gathered

the information that plans designed to permit of "employee representation in management" are in every stage of development, from consideration as to what plan to adopt, to results obtained after plans have been effective for a period of two years. Nothing conclusive, however, has developed. In all probability nothing conclusive will develop for a period of several months—possibly years. There are at least three definite plans: one provides for an "industrial council," one provides for a "works' committee," and one provides for a system of "house and senate," comparable to the American Congress. Where some of these plans have been introduced in industrial corporations strikes have followed. In other industrial corporations the same plan has, during a brief period, worked satisfactorily. The encouraging fact is that very thoughtful consideration is being given to the problem of finding a fair and workable plan under which the workers may assume a more definite responsibility in management with the hope that the assumption of such responsibility will ultimately eliminate much of the present waste due to strikes, lockouts and other industrial strife. Just how far the public will ultimately enter into the adjustment of plans for an equitable distribution of created wealth is the phase of the problem which has received least consideration, but which must ultimately be incorporated in the scheme.

A PROGRAM FOR A YEAR'S WORK

The meeting of the Chairmen of the Sub-committees of our Association, held in New York on September 8th, was an interesting and promising conference; interesting because the attendance proved the value now being placed upon the work which our Association is doing, and promising because almost every Chairman was present. The Committee on Committees had well done its work. This Committee had met repeatedly, had carefully determined its functions, had adopted a satisfactory method for selecting members of Sub-committees, had surveyed the field of each of the Sub-committees to insure definite and constructive effort and to prevent overlapping; had prepared

a manual of Committee procedure, which is given elsewhere in this issue of the BULLETIN, in the report of the meeting. President Kincaid presided at the conference and Dr. Rowe, past president of our Association, was also present. The work of our Association has now advanced to a point where our Sub-committee Chairmen understand fully their functions, and the line of development which should be followed to insure most helpful results. In this issue of the BULLETIN appears the list of Chairmen for the coming year and the definite assignments of duties to the Sub-committees. The Committees will begin their work at once and will prepare their reports in March, to be printed in April, and mailed to all our members. This will give members an opportunity to carefully read these reports, and to go to the convention in New York next June prepared to give intelligent and helpful discussion. It has been the policy of our Association since its inauguration to carry out a definite program of work covering all of the problems embraced in the field of personnel relations in industry. Each convention has shown satisfactory progress; the convention next year will undoubtedly culminate in an advancement more rapid and more helpful than any of the previous conferences.

DEVELOPMENT OF THE SALES CONFERENCE AS A FACTOR IN MARKETING

Mr. Robert R. Steele, Publicity Director of the Elliott-Fisher Company, favors the BULLETIN with printed matter descriptive of and appertaining to the recent sales convention of his company. These annual sales conventions have become very important factors in the progress of many of the industrial institutions which have Class "A" membership in our Association. It is a bringing together of the sales forces not only of the United States but also of all of the other countries in which these representative American corporations are developing commerce.

The Elliott-Fisher convention, judging from the material forwarded to the BULLETIN, was a "hummer." Those of our member companies who are interested in conferences of this

character can undoubtedly secure these printed documents by addressing an inquiry to Mr. Steele.

We note from the house organ of the Burroughs Adding Machine Company that they also have just completed a big sales conference.

Mr. F. H. Dodge, Director of Sales of this Company, and Mr. W. L. Hoagland, Jr., Manager of the Foreign Department, returned from an inspection trip in Europe to attend the convention.

The National Cash Register Company, perhaps the leader in the development of sales conferences has also just recently completed a notable gathering of its sales forces to make plans and to discuss the elements which are important factors in the sales division.

TRAINING PREPARATIONS FOR THE DEVELOPMENT OF A WORLD COMMERCE

The work of the new Committee on Training for Foreign Commerce will undoubtedly prove an opportune development. A careful reading of the house organs of the industrial institutions which have membership in our Association discloses that many of these industrial corporations are making active and extensive preparation for the development of commerce, not only in Europe, but also in South America and the Far East. The announcement of a twenty-five million dollar contract taken by the American Woolen Company in South America shows the possibilities for commerce in our sister continent on the south.

The completion of the Panama Canal was an event that has not been fully recognized owing to the outbreak of the war in Europe before our own country could adjust its relations with the countries to the south.

The Burroughs Adding Machine Company, The National Cash Register Company, the Elliott-Fisher Company and similar companies have recently conducted sales conferences, calling to the home office their representatives from foreign countries, and indications are that as soon as a satisfactory adjustment of labor problems has been reached the United States will assume

the lead in industrial activities throughout the greater part of the world. The report to be made to our Association's convention in New York next June by the new Committee on Training for Foreign Commerce will be an exceedingly valuable document, especially to those of our members who are extending their activities into foreign fields.

NEWSY NOTES

An interesting proof of the far-reaching influence of the publications of the Association came to the office of the Managing Director the other day in the shape of a Spanish magazine sent from Buenos Aires. The leading article of this magazine—called the *Humanidad Nueva* (The New Humanity)—is a study of vocational schools in North America which study, on the authority of the author himself, Senor H. M. Levylier, professor of Electrical Technique of the National School of Industries at Buenos Aires, is based in great measure on data extracted from the BULLETINS of our Association.

The Midvale Steel and Ordnance Company is among the progressive industrial institutions which grant money awards for valuable suggestions on the part of employees. Many of the most helpful improvements which this company has been able to make have resulted from suggestions of employees of the company.

The Goodyear Tire and Rubber Company finds it impossible to run its Akron plant beyond 70% capacity on account of housing conditions. The company has recently built 1,200 homes for its employees, and in the near future will build at least 800 more.

Harry A. Hopf, one of the promoters of our Association and always an active worker, has given up his consulting business and has accepted appointment as Organization Counsel to the Federal Reserve Bank of New York City. Mr. Hopf is Chairman of our Sub-Committee on Job Analysis and an authority on the subject. In a recent letter to the Managing Director he states that he will now be able to give more time to the interests of our Association, which will be good news to our membership.

PROCEEDINGS OF THE EXECUTIVE COMMITTEE

Much Important Legislation Enacted and a Committee Appointed to Revise Constitution and By-Laws. Also Committees Named to Incorporate the Association and to Determine Permanent Headquarters.

President Kincaid presided at a meeting of the Executive Committee held in New York on September 9th. Others present were:

Mr. John McLeod, Mr. G. N. VanDerhoef, Mr. J. H. Rand, Second Vice-President; Mr. Sydney W. Ashe, Mr. Carl S. Coler, Mr. L. L. Park, Dr. H. M. Rowe, Mr. F. C. Henderschott, Managing Director.

The minutes of the July 8th meeting were approved.

The Treasurer's report was approved and ordered filed.

The Managing Director presented a membership report, which showed an increase of eight Class "A," four Class "B" and six Class "C" members since the last report to the Executive Committee.

The following resolution was offered by Mr. McLeod:

"Resolved, that the developments which our Association has made and the plans which have been discussed for future progress make it seem desirable that a sub-committee be appointed to make a careful study of our Association's Constitution and submit recommendations for changes in the Constitution or perhaps the adoption of a new Constitution.

"That this sub-committee be also instructed to study the Constitution approved by the Executive Committee for Local Chapters, with a view to offering amendments which may be proposed by representatives of Local Chapters as the result of experience gained in the development of such Local Chapters."

The resolution was seconded by Mr. VanDerhoef and unanimously adopted.

President and Managing Director Empowered to Build an Organization

Dr. Rowe submitted the following resolution:

"Conforming with the instructions given the Executive Committee at the business session during the Chicago Convention that our Association now begin the building up of an or-

ganization preliminary to the separation of our Association from the financial support hitherto accorded by The New York Edison Company, that the President and Managing Director be empowered to hire such clerical workers and other assistants as in their judgment may seem in the best interests of our Association."

The resolution was seconded by Mr. VanDerhoef and unanimously adopted.

Dr. Rowe moved that a sub-committee of the Executive Committee be appointed to consider the question of incorporating our Association, the committee to report at the next meeting of the Executive Committee. After a thorough discussion, the motion was seconded by Mr. VanDerhoef and unanimously adopted.

The President appointed the following members of the Executive Committee as this sub-committee:

Dr. H. M. Rowe, Chairman; Mr. F. C. Henderschott, Mr. John McLeod, Mr. G. N. VanDerhoef.

Committee to Revise Constitution and Draft By-Laws

After a general discussion, it was the consensus of opinion that a sub-committee should also be appointed by the President to serve as a Committee on a Revision of the Constitution and to Draft By-Laws. Upon motion, duly seconded and unanimously carried, the chair appointed the following committee:

Mr. F. C. Henderschott, Chairman; Mr. P. E. Wakefield, Mr. J. H. Rand, Dr. Lee Galloway, Mr. L. L. Park.

There was a discussion as to the location of the headquarters of our Association after it is separated from the financial support now accorded by The New York Edison Company. It was the feeling of the members of the Executive Committee that when a permanent headquarters is chosen such action should be taken only after all of the Class "A" members have had opportunity to voice their choice of location. Dr. Rowe moved that a sub-committee be appointed to give consideration to the location of permanent headquarters of our Association, which motion was seconded by Mr. McLeod and unanimously approved. The President then appointed the following to serve as this committee:

Mr. John McLeod, Chairman; Mr. J. H. Rand, Mr. Sydney W. Ashe, Mr. G. N. VanDerhoef.

The Managing Director presented a letter from Rowntree and Company of England containing a request to buy the Confi-

dential and Special Reports of The National Association of Corporation Schools. After a discussion of the matter the decision of the Board was that the reports be not sold, as the information in these reports constitute a considerable portion of the value of Class "A" membership.

Dr. F. S. Crum, Chairman of the Committee on Health Education, to whom a communication was referred by the Executive Committee at its July 8th meeting, submitted a report complying with a request for such a report, which report, upon motion, was ordered accepted and filed, and that Dr. Crum be thanked for his handling of the matter.

Prices Fixed for Seventh Annual Volume of Proceedings

After determining the cost of issuing the 1919 bound volume of proceedings, upon motion, duly seconded and unanimously approved, the prices at which this volume will be sold were fixed as follows:

To Class "A" members.....	\$5.00
To educational institutions and libraries....	8.00
To other than Class "A" members, libraries, and educational institutions.....	12.00

In the absence of the Chairman of Committee on Committees, the Managing Director gave a summary of the action taken at the meeting of the chairmen of the sub-committees of our Association, held on September 8th. The report was received and ordered filed and the committee thanked for its excellent work.

The meeting then adjourned until Tuesday, November 11th, unless previously convened at the call of the President.

Second Meeting of the Western New York Chapter

The meeting was held at the Hotel Statler in Buffalo on Friday, August 29th, and, in the absence of the Chairman of the Chapter, the meeting was called to order by President Kincaid.

Mr. E. C. Hartwell, Superintendent of Education in Buffalo, made a stirring address in which he pledged his interest to the educational welfare of the industries in the district embraced in the Chapter.

Professor C. C. Root, Director of Education of the Buffalo State Normal School, also addressed the gathering and spoke along the same lines as followed by Superintendent Hartwell.

There was a general discussion of how the public schools and industry can better cooperate to their mutual benefit.

A constitution was adopted and the following officers elected:

Chairman, J. H. Rand, The Rand Company.

Vice-Chairman, T. H. Skinner, Oneida Community, Limited.

Secretary and Treasurer, H. E. Puffer, The Larkin Company.

Members of the Executive Committee

W. R. Heath, The Larkin Company

J. H. Pardee, The Spirella Company

H. E. Ingram, The Rand Company

L. Butler, Yawman & Erbe Manufacturing Company

P. W. Turner, Eastman Kodak Company

E. R. Blinn, Solvay Process Company

D. H. Childs, Technical High School

C. C. Root, Buffalo Normal School

J. F. Foster, Republic Metalware Company.

The last three members of the Executive Committee were elected contingent upon their taking membership in our Association.

The committee was appointed to prepare a considerable program of activities for the coming year. The Chapter also agreed upon monthly meetings, at least for the present. Upon motion, the headquarters of the Western New York Chapter were located in the office of the Secretary of the Chapter at the Larkin Company in Buffalo. It was understood, however, that the meetings of the Chapter will be held in different industries represented in the Association but located in different sections of the territory embraced in the last year. Many invitations were immediately extended by representatives of the industries present.

Upon motion it was decided that the next meeting be held at the Larkin Plant on September 25th, at 6 P.M.

U. S. Steel Corporation Employees Hold Much Stock

About seventy-five thousand employees of the United States Steel Corporation, or approximately 80 per cent, are stockholders in the company. Many employees have been accumulating the company's preferred and common shares for years and are now in receipt of large incomes from their investments.

SUB-COMMITTEE CHAIRMEN HOLD A CONFERENCE

Definite Assignment of Duties to Each of the Sub-Committees Agreed Upon—A Manual for Committee Procedure Adopted—Method of Selecting Members of Sub-Committees Approved—Preparations Made for Vigorous and Constructive Prosecution of the Problems Which Are Being Handled by the Various Sub-Committees of Our Association.

On Monday, September 7th, the annual meeting of the Sub-committee Chairmen of the Association for the purpose of suggesting, discussing, and formulating salient features of the forthcoming sub-committee reports, was held in the Board Room of The New York Edison Company. President Kincaid presided, and the chairmen attending were Dr. Lee Galloway, of New York University; John McLeod, of The Carnegie Steel Co.; J. E. Banks, of The American Bridge Co.; Dr. H. C. Link, of the Goodrich Rubber Co.; E. E. Sheldon, of R. R. Donnelley & Sons; R. F. Carey, of The Westinghouse Electric Mfg. Co.; C. E. Strait, of the American Rolling Mill Co.; L. S. Bitner, of the Procter & Gamble Co.; Dr. F. S. Crum, of the Prudential Life Insurance Co.; Dr. E. B. Gowin, of New York University; C. E. Shaw, of The Dennison Manufacturing Co.; E. E. Grandstaff, J. F. Kelly, and Miss Harriet F. Baker, of The New York Edison Company. During the meeting Mr. E. Newton Smith, of The Stanley Works, New Britain, Connecticut, and Mr. L. W. Lane, of Successful Farming Publishing Co., Des Moines, Iowa, happened to call and were invited by the Managing Director to "sit in." The Managing Director and Dr. H. M. Rowe, of The H. M. Rowe Co., were also present.

After informal opening remarks by the President and a report of the Managing Director to the effect that all of the committee chairmanships, with one exception, have been satisfactorily filled, and that the committees themselves are in fair working order, the immediate business of the meeting was taken up, namely, the approval or amendment of the organization and duties of the sub-committees as outlined by the Committee on Committees (superseding the Program Committee). A list of the sub-committees and their duties, as finally approved, will be found in this issue of the *BULLETIN*. Their reports will be submitted at the annual convention in New York City next June.

Several of the outlines were accepted without amendment

or discussion. Those so approved were the outlines of the reports of—

1. Organization and Administration.
2. Health Education.
3. Technical Training.
4. Skilled and Semi-skilled Labor.
5. Profit Sharing and Allied Thrift Plans.
6. Training for Foreign Commerce.
7. Employment.
8. Employee Representation in Management.
9. Trade Apprenticeship. (Section Two.)

On the other hand, the sub-headings of the following reports were debated somewhat at length, and certain changes approved.

The Chairman of the Committee on Public Education (Mr. Shaw) held that a less comprehensive title might insure a more helpful report, and suggested that a limitation of his subject to some special department of it—Junior High Schools, for example—might be advisable. The amendment was approved and Mr. Shaw requested to embody his suggestions in an outline and submit it for further consideration. As finally approved, the duties of the committee read: "To Determine the Relative Merits of Special and General Training in the Public Schools as Preparation for Business Life."

The outline of the report of the committee on psychological tests was amended to include among the tests the grading of executives. In other words, the investigations of the committee were not to be confined to the employing function alone, but to include the so-called rating scale. The title of the report was ultimately amended to read: *The Application of Psychological Tests and Rating Scales in Industry.*

The discussion of the topics included in the report of the Committee on Employee Representation in Management was particularly lively, the sub-committee chairmen present agreeing that the problem as to how far the two conflicting forces of capital and labor can come together in administration is the most serious confronting industry today. The recent conference of the Babson Company was referred to in this connection, particularly a speech by Mr. Bird, Chairman of The National Association of Manufacturers, on "Mental Dishonesty." The lack of fundamental economic training was pointed out as a prime cause of the unwillingness of employers to open the books of industry to the inspection of their workers. It was agreed that an open-minded

analysis of the problem, and the economic training of the worker, offers the only hope of industrial peace. The outline of the prospective report was approved.

The discussion of the report on Labor Turnover was confined to a debate upon the doubtful application of the title to the subject. "Stabilizing Labor," or "Retention of Labor," were suggested as more aptly descriptive terms. However, both title and outline of subject-matter were ultimately approved.

The outline of the report of the Committee on Marketing was approved as presented, although a discussion on a related subject, "Is the World Oversold," was lively but indeterminate.

The Office Work Training Committee's outline of its report was approved, but the suggestion was offered by Dr. Gowin that the report should also include time studies looking to the proper grading of stenographers and typists. The feasibility of the plan as applicable to the higher class of workers in this field was debated, and the inclusion of such a study in the report left to the discretion of the committee.

The report on Executive Training was approved with the amendment that the report include an intensive study of the value and use of company conferences.

The outline of the report of Section I of the Committee on Trade Apprenticeship, namely, manufacturing, was approved. It was suggested, however, that the report of the committee also include:

- a. Some sort of admonition in regard to the keeping up of standards and not shortening the term of apprenticeship.
- b. A study of the apprenticeship laws of such states as have formulated laws.
- c. The recommendation of a sound system for the teaching of industrial economics.

The outline of the report of the Committee on Unskilled Labor and Americanization was approved as it stood, with the suggestions (approved) that the report also contain—

- a. A clear definition of the meaning of the term Americanization.
- b. A digest of the work of large corporations along these lines.
- c. A suggestion of the possibility of testing the results of efforts along these lines by a comparison of two selected groups—the one with, the other without, help along the path of Americanization.

As a last proposal before adjourning the meeting, the Com-

mittee on Committees offered the following outline for a manual of committee report-writing. This outline was duly approved and it was voted that a copy should be sent to all members of committees.

Committee Report-Writing

I. Preliminary Considerations

A. Scope and purpose of the report

1. Is it
 - (a) to give information?
 - (b) to convince?
 - (c) to suggest changes of established methods?

B. 1. Is it addressed

- (a) to the public?
- (b) to the business man?
- (c) to the business or trained specialist?

II. Preparing the Report

A. General Principles of Composition

1. Can the information be relied upon?
 - (a) Original records
 - (b) Authority of persons
 - (c) Secondary authorities, books, etc.
2. Is the information complete?
 - (a) as tested by
 1. the subject to be attained
 2. the importance of the subject
 3. the comprehension of the reader
3. Is the presentation clear?
 - (b) as tested by
 1. logical arrangement
 2. economy in use of material
 3. freedom from all irrelevant matter
 4. freedom from bungling statements which put the reader to unnecessary effort.

B. Shaping the Report Into Final Form

1. Preliminary steps
 - (a) Gathering the data pertaining to the theme
 1. Questionnaires
 2. Visits to plants
 3. Interviews
 4. Other sources

Annual reports of The National Association of Corporation Schools
Business books

Magazines

House organs

Government investigations, etc., etc.

(b) Classifying the data systematically

1. Begin a card file at once
2. Index major divisions of subject
3. Arrange selected data in logical order—i.e., group all material under heads and sub-heads
4. Choose illustrative data to reinforce the general statements pertaining to the main theme of the report

2. Framing the Statement

(a) Put into the introduction a clear and concise statement of the nature, scope and purpose of the report

(b) Follow up the introduction with

1. an orderly presentation of facts if the report is simply informational in character
2. Statements showing why a given attitude is taken by you if the report is meant to convince some one
3. A careful arrangement of facts and comments culminating in the climax of your final conclusions if the report is one recommending changes or other suggestions

C. Conclude the report with a restatement of the thesis propounded in the introduction.

In extended reports, the conclusion should be couched in the form of a summary.

NOTE.—Most reports will contain something of information, argument and suggestion, but the main purpose should never be lost sight of—the emphasis given to it determines the character of the report.

Activities at the Schenectady Plant of the General Electric Company

The General Electric Company, at its Schenectady plant, has established a free dental clinic for its employees, has also organized a war saving society and announces the payment of \$33,000 in death and disability benefits during the past six months. Thirty engineering college professors have passed their vacations in overalls in the plant.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

Worthington Pump and Machinery Corporation, New York City, Mr. Francis Farwell.

Federal Reserve Bank of Chicago, Chicago, Illinois, Mrs. S. A. Shoop.

United Shoe Machinery Company, Boston, Mass., Mr. Chas. T. Cahill.

Class "B"

Dr. Henry Moskowitz, Submarine Boat Corporation, Newark, N. J.

Dr. H. H. Satchwell, Plant Physician, Submarine Boat Corporation, Newark, N. J.

Dr. Henry C. Link, United States Rubber Company, New Haven, Conn.

Mr. Edwin R. Ashbury, The Rand Company, North Tonawanda, N. Y.

Mr. R. H. Getman, The Rand Company, North Tonawanda, N. Y.

Mr. H. E. Ingram, The Rand Company, North Tonawanda, N. Y.

Mr. Benjamin G. Rand, The Rand Company, North Tonawanda, N. Y.

Mr. Walter H. Smith, The Rand Company, North Tonawanda, N. Y.

Mr. Carl H. Weber, The Rand Company, North Tonawanda, N. Y.

Mr. R. A. Couch, The Rand Company, Buffalo, New York.

Class "C"

A. Johnson and Company, Stockholm, Sweden.

Mr. Charles F. Loomis, Secretary, Citizenship Education Committee, Y. M. C. A. of Hawaii, Honolulu, Hawaii.

Mr. Richard K. Conant, Secretary, Massachusetts Child Labor Committee, 6 Beacon Street, Boston, Mass.

Mr. H. A. Wimmer, U. S. Medical Department, Ft. McPherson, Ga.

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SHOULD A DISMISSAL WAGE BE PAID?

Information Was Gathered On This Subject At the Request of a Class "A" Member and an Article Compiled Containing the Experiences, the Opinions and Methods of the Class "A" Members Who Responded to the Questionnaire. This Information Is Here Presented for the Benefit of All Our Members Who May be Interested in the Problem.

Convinced that in justice to the employe on an hourly or daily wage scale the more or less prevalent custom of granting some compensation for honorable dismissal to salaried employes should be extended to wage workers, one of our Class "A" members wrote to the Managing Director intimating that he would be much interested in comments from other Class "A" members on the topic of a dismissal wage in general. In response to this member's suggestion a questionnaire was immediately submitted to the other Class "A" members and a digest of fifty-seven answers has been prepared and is hereby published in order to disseminate as widely as possible a knowledge of such practices as are followed.

Before quoting from the replies, however, it might be well to say that it is doubtful whether any series of questions sent out by the Association has elicited greater divergence of opinion, not only regarding the details of the problem under discussion, but even in respect to the injustice of failing to provide for the employe who is turned away through no fault of his own.. For example, opposition and approbation are fairly evenly divided, while several writers disclaim any necessity for considering the question at all, either by reason of the fact that their companies have none but salaried employes, or that conditions make it possible for them to restrict dismissals to employes charged with theft, gross negligence, insubordination, or other offenses which would naturally place the individual concerned beyond the pale of consideration along such lines.

Opposition to Plan

Opposition to the plan may be summed up under the following heads:

- a. A systematized dismissal wage would increase the complexities of the already sufficiently complicated industrial problem.
- b. Business conditions in certain sections have placed the

services of the worker of any competence whatever in far too high demand to make a dismissal wage either feasible or worth while.

c. Certain industries regard themselves as so standardized and stabilized as to make dismissal, except for extreme cause, so rare as to take the problem out of their field of operation.

d. On the whole, the difference in degree of loyalty and stability between the salaried and the hourly or daily paid employe justifies the granting of such a bonus to the former and not the latter.

e. Salaried employes are expected to and do work overtime when necessity requires.

f. A general dismissal wage would inevitably encourage "floaters" in that it furnishes a temptation to be fired.

g. In the long run, it would be regarded as an opportunity for a vacation period proportional in time to the dismissal wage received, and thus the good intent of the policy would become void.

h. The line between honorable and dishonorable dismissal is frequently so fine as to be difficult to draw, and opportunities for favoritism, unfair discrimination, etc., would be abundantly afforded.

i. With a shortage of labor, there develops on the part of the employe a tendency to disregard his employment obligations; with a surplus of labor, there develops on the part of the subordinate executives a tendency to lay off men on trivial excuses and to put through discharges on very slight provocation.

j. The very great increase in labor cost is a prohibitive factor, particularly in industries subject by force of conditions to indefinite labor periods and numerous lay-offs.

k. It would increase the amount of care necessary in employing labor.

l. The wage worker generally comes and goes without notice and looks for no other course on the part of his employer.

m. The reliable employes are not usually among those who are laid off through a shortage of work, but rather the floating element today so prevalent in industry. The conscientious employe is usually kept at work in dull times, very often at considerable cost to the company.

A Policy of Exceptions Advocated

But whereas many writers reporting fail to see any particular injustice in the present hit or miss system, and are distinctly

opposed to the proposed reform, just as many others affirm their conviction that the present system is palpably uneconomic, and while they fully comprehend the difficulties to be overcome in trying to standardize any such scheme, believe that some plan could be evolved whereby the wage worker who has proved his general dependability by length of service could be recompensed for an honorable lay-off. It is, however, suggested in a number of letters that in such cases the gratuity should be regarded as a special reward for exceptionally loyal service and no general policy established. On the whole, to make a practice of exceptions, the prevalent one would seem to be the opinion of the majority of the writers.

Furthermore, one writer, in advocating the above solution, insists that final authority in deciding who is and who is not entitled to the gratuity should be placed in a central bureau such, for example, as the employment department. Another as definitely states that an employment department should consider it a very important part of its duty to assist the man who is laid off in promptly making another satisfactory connection.

No one of the companies answering and employing other than salaried workers is granting a standardized dismissal wage to the rank and file of its employees, although the majority of the companies reporting make individual exceptions. One company states that although it has devoted attention for some time to a plan which might include a dismissal wage to wage earners, it has hitherto been unable to arrive at any satisfactory rule which would be broad enough to cover even its own institution. Hence it has settled into the habit of weighing the merits of the individual case and then giving the wage earner more than a fair allowance when he is dismissed.

The Advance Notice

On the other hand, the practice of giving from a few days' to (in one case) a month's advance notice of dismissal to employees and permitting them, though required to report daily, to leave at any time during working hours to seek other employment, is quite general. In fact, the majority would appear to feel that an advance notice is imperative in a humanely conducted industry. However, many who have made this practice a custom are dissatisfied with the present system, holding that it by no means solves the problem either for the employee or the company. In fact, not a single member reports complete satisfaction with his own company's practice in regard to compensation for honorable dismissals. A number of companies grant a

dismissal wage as an alternative to an advance notice of dismissal. Certain writers report efforts on the part of their companies to locate new positions for discharged but deserving workers. In the one case reported where notice is not given, the excuse furnished is the fear of a dislocation of the entire department as the result of such a forewarning.

In case of voluntary resignation there need be, of course, no question of compensation, although in one or two companies it is granted.

Fifteen writers express themselves as definitely opposed to the idea of a dismissal wage; six have put themselves on record as generally favorable. The others may be said to react more or less favorably with distinct reservations, usually in the direction of strict limitations in the way of character and length of service of the beneficiaries of the scheme.

Twenty-two companies out of the fifty-seven report themselves as granting some kind of dismissal wage; seven grant it only in individual cases; two companies give the bonus in lieu of advance notice; four companies give both advanced notice and dismissal wage; five companies report granting a dismissal bonus to all classes of employees (two of these, however, are banks and a third an insurance company), while seven distinctly state that their dismissal wage is confined strictly to salaried workers.

Typical Systems

Among the dismissal systems reported, the most generous terms are those of a Metropolitan bank which, as a general rule, gives to each employe a notice of at least two weeks and generally a month before his dismissal, during which time he is given every opportunity to seek employment elsewhere. Whatever time he needs away from his work at the bank is granted him. At the expiration of this period he is paid two weeks' salary in advance and dismissed. However, the bank has now under consideration some kind of definite linking up of this general scheme with the employe's length of service in the company.

The following plans are more generally typical:

A Telephone System

a. No definite plan of payment to employees is followed upon dismissal.

b. In certain cases dismissal wages are paid, as, for example, in the case of employees laid off by reason of force reduction.

c. In no case are dismissal payments made to other than employees who are paid on a weekly or monthly basis.

d. Dismissal payments seldom exceed pay for one-half month.

e. In the case of payment of wages, there is no variation because of length of service. Ordinarily, employees who are laid off are those who have given the shortest term of service.

f. Dismissal wages are not paid when employees are dismissed for cause.

g. It is the general policy of the company, when it is necessary that employees sever connection with it, to give an advance notice of from ten days to two weeks. Under such circumstances the employee is generally allowed a reasonable time off to look for a new position.

A Holding Company

This company undertakes to give a week or ten days' notice; the reason for the lay-off is fully explained, and, if service has been satisfactory, a promise is generally given to take the worker on again as soon as opportunity offers.

The company has likewise made it a point for a good many years to transfer employees from one department to another when seasonal trade fluctuations make it advisable to reduce the number of active employees necessary to carry on the work. As it happens that the busiest seasons of the various departments have, in the past, not strictly coincided, this practice has been perfectly possible and, by so doing, the company has been able to give every employee who has been with it long enough to have become identified and considered as a regular employee continuous employment.

A Philadelphia Manufacturing Company

1. Unskilled Labor.—In ordinary cases no notice is given of dismissal, nor is any extra wage given.

2. Skilled Mechanics.—Practically the same practice as in the case of unskilled labor.

3. Office.—Due notice of retirement is given and opportunity afforded to secure positions elsewhere. No extra wages are given.

A New York Brokerage House

1. No extra salary is given to discharged employees guilty of insubordination, dishonesty, disloyalty, etc.

2. Two weeks' salary is given to employees who are let out because of reduction of force.

3. One week's salary is given to an employee who is dis-

charged for incompetence, unless special reasons surrounding the case make two weeks' advisable.

A Public Service Company

The general practice of this company, in the case of salaried employees who are to be honorably released, is to give them notice and either two weeks' extra pay after dismissal or, if they so desire, a month or two months' notice, with whatever time they may desire off to seek another position.

This practice is not generally followed in the case of a worker on hourly or daily wage rates, however. An old employee is taken care of in some manner, but to "floating labor," as a rule, very little consideration is given.

It is now a common practice in all plants which have centralized employment departments, that no foreman be allowed to discharge an employee from his department on his own responsibility. In other words, he must discharge him to the employment department instead of to the street. It then becomes the duty of the employment department to try to locate the discharged employee to better advantage. By careful interviewing and proper placement discharges may be reduced to a very low minimum. Most of the discharges made by foremen are changed by the employment department into transfers to other departments.

The man who would be properly assisted by the payment of a day's or a week's wages, dependent upon his length of service when dismissed, would not be definitely discharged from the company if the employment department were functioning properly.

The real problem connected with honorable dismissals, as a number of companies see it, is to set up such a system of handling business that lay-off periods shall be eliminated. Another suggestion reverts to the possibility of extending intelligent assistance in securing for the employee other work affording equal remuneration as less expensive and of greater value to the community.

The Goodyear Tire & Rubber Company is Training More Than 5,000 of Its Employees

Mr. H. S. Craigmile, Manager of the Factory School of The Goodyear Tire and Rubber Company, advises the BULLETIN that it is very much expanding its school and is making provisions to have under instruction by the first of January next over 5,000 of its employees. The Goodyear Company has probably progressed

as far as any industrial institution in the training of employes; in fact, its whole industrial relations activities are in an advanced and most satisfactory stage.

NEWSY NOTES

The Personnel Division of Montgomery Ward and Company has formed a class in home nursing. The sessions require an hour and thirty minutes twice a week for eight weeks. Tuition is free to any employe of the company. Here is a development that should be of interest to many of our members. Full information can undoubtedly be received by addressing an inquiry to Montgomery Ward and Company, Chicago, Ill.

The Pittsfield Works of the General Electric Company maintains an Employes Food Club Store. Information appearing in their house organ indicates that through this activity the company has been able to aid the employes in making a considerable saving on their food purchases. Mr. Sydney W. Ashe is in charge of personnel activities in this plant of the company and will undoubtedly be glad to answer any inquiries from our other members.

The Goodyear Tire and Rubber Company is encouraging its employes to attend good lectures and entertainments. The Personnel Division of the Company has provided a complete lyceum course to be presented during the coming winter.

The open air concerts given by the employe band of the Burroughs Adding Machine Company have proven very popular. The concerts were given at the noon hour on Tuesdays and Fridays. Some of the members of the band are also members of the Burroughs orchestra, and the orchestra plays for the Community Singers every Wednesday noon. On all occasions when employes and officials of the company come together the band is a popular acquisition. There are now about thirty members, but it is planned to increase the organization to at least forty pieces.

The Cooperative Store maintained by the Packard Motor Car Company for its employes includes a tailoring department. This department has become very popular, as it provides a saving of from five to twenty dollars on a suit of clothing for the employes of the company. The Cooperative Store of this

company has proven very successful. Further information can undoubtedly be secured by any of our members interested by addressing their inquiry to the company at Detroit.

As an evidence of the world-wide influence of our Association, three of the latest Class "C" memberships to be received came from foreign countries or Provinces of the United States, one from China, one from Sweden, and one from Hawaii.

The National Cash Register Company maintains two large dining-rooms for its employes. Orchestras play during the dinner hour in each of the rooms. These orchestras have recently been increased from eight to twelve pieces. Programs are posted in the dining-rooms and copies are furnished the employes, as there is much interest in the music.

NEW BOOKS WHICH MAY INTEREST OUR MEMBERS

Employment Psychology, by Dr. Henry C. Link. Published by the Macmillan Company, New York. Price \$2.50.

Dr. Link, as our readers know, was in charge of psychological tests at the Winchester Repeating Arms Company during the war period. He is now with the Personnel Division of the United States Rubber Company. Dr. Link's book is the result of his experience both as a practical and scientific psychologist and also his activities in the Employes' Division of the Winchester Company. He is chairman of our Association's Sub-Committee on Psychological Tests, and those who are familiar with the report made by this Committee need no further information as to the practical results which have been obtained in the application of psychology to the human being as a helpful factor in employment and placement activities. It is generally conceded by those who have carefully followed the developments of psychology in industry that it is possible through a series of psychological tests to determine the degree of intelligence of the individual. It is also possible to determine the degree of acquired skill. The one major factor yet to be solved is to determine the degree of inherited abilities of the individual. Progress has been made in this direction. Dr. Link's book describes the practical application of psychology to the selection, training, grading and retaining of the employes. This book should be in the library of all industrial institutions.

DEMOCRACY CONTROLS HOSIERY MILLS

Officials Form the Cabinet and Employees Select From Their Number the Members of the Senate and House.

An industrial democracy, in which officials of the company act as a cabinet and delegates from among the employees constitute the senate and house of representatives, has been established in the eleven mills and factories of Carr Brothers, hosiery manufacturers of North Carolina.

Modeled after the democratic scheme of government in the United States, the Carr system, nevertheless, lacks one main feature of the national government. It has no chief executive.

The four Carr brothers, sons of General Carr, of Durham, N. C., and the chief superintendent of the mills, comprise the cabinet. The employees have forty-one delegates elected to represent them in the house of representatives. Twenty of these representatives are women.

The upper house or senate in the Carr democracy is composed of thirty-six superintendents. These three branches, whose members represent every interested factor in the Carr mills, conduct the business of the company.

The initiation of any policy may come through either the Carr senate or the house of representatives. Nothing vitally affecting the life and policies of the business can be carried on, however, without consideration from both houses. Thus every worker, either directly or through his chosen representative, is directly responsible for the conduct of the business.

The Carr system is based on a belief of the principle that the whole system of industrial democracy rises or falls entirely according to the proportion of responsibility the power given to the employees brings with it.

By giving to the workmen an amount of responsibility that makes them vitally interested in the welfare of the mills, the Carrs have solved the industrial labor problem so well that the Carr system has repeatedly come to the attention of the bureau of commercial economics of the United States Government.

Moving pictures showing the Carr democracy in action have been taken by the Government agents, and Francis Holley, director of the bureau, has announced his intention to use the films, if possible, to illustrate a national campaign to allay unrest in labor conditions.

As to the financial value of the Carr system, evidence of

that is furnished in a review of the remarkable growth of the firm's business.

Eighteen years ago General Carr bought two small hosiery mills in Durham, his native city. Later the general turned over the two mills to his oldest son. The first year's business was about \$160,000. It marked the beginning of the Carr success.

Today the eleven Carr mills in Durham, High Point, Goldsboro, Carrboro and Mebane, with their democratic administration, mark the success of nineteen years of industrial cooperation which has now attained its crowning achievement in the establishment of the Carr democracy.

A Modern Retirement Pension or Service Annuity Plan

Interest has increased materially during the past few months among the member companies of our Association in service annuity or retirement pension plans. The Southern California Edison Company and its subsidiary companies, with headquarters at Los Angeles, has recently worked out a modern plan of this character, which, before being announced, was submitted to and fully indorsed by the California State Railroad Commission.

In describing the character and objects of the new departure, the companies say that it is calculated to "insure the Edison people against the vicissitudes of life," and to assure those entering it "a life of progressive, uninterrupted industrious achievement with free opportunity to develop individuality and initiative, to accumulate property, acquire company stock," and many other desirable things. Also, they are assured of medical and hospital care in case of illness, protection for their families in the event of death, by membership in the benefit fund, and provision for educational opportunities to qualify them for advancement.

Under the retiring pension plan, male employees reach the retiring age at sixty years, females at fifty-five years, when they have been in the continuous service of the Edison Company, or any of its subsidiary companies, for twenty years immediately preceding retirement. Provision is made as well for employees over the retiring age who have been continuously in the service for fifteen or more years, but less than twenty years.

The monthly pension allowance is based upon the average monthly compensation the employees received during the five years' period of employment when the compensation was greatest, computed as follows:

"Two per cent of the first \$200 monthly compensation, one and one-half per cent of the next \$300, one per cent of the next \$500, three-fourths per cent of the next \$1,000 and one-half per cent of all such average monthly salary above \$2,000. The figure or sum thus determined is multiplied by the number of years of service immediately preceding retirement, and the sum thus determined shall be paid the retired employe until death. No payment, however, shall be less than \$25 per month."

How the system will work out in practice tersely is described by the company in the hypothetical case following:

"John Smith, an employe, reaches the age of sixty years, after twenty-three years in the service, and is retired on pension. His average pay for the highest five years of service was \$180 per month. Two per cent of \$180 is \$3.60, which, multiplied by the twenty-three years of service, gives him a retiring pension of \$82.50 per month."

The administration of the pension and disability benefit system is to be in the hands of a committee of five Edison employes.

The companies believe that they will be getting value received for their share in the transaction, in added operative efficiency and employes' immunity from much uncertainty for their future.

Washburn-Crosby Company Adopts Group Insurance Plan

The Washburn-Crosby Company of Minneapolis has purchased life insurance for some 3,000 employes from the Travelers Insurance Company. The face value of the contract will exceed \$4,000,000. All employes who have been with the company as long as three months will receive \$500 insurance; those who have completed six months will receive \$750 and at the completion of a year the amount becomes \$1,000; at two years \$1,250, and so on until a maximum of \$2,000 is reached. The schedule is retroactive and the employer pays the entire premium.

Educating Cotton Mill Children

Members of the Cotton Manufacturers Association of Georgia, through the educational committee of the association, have recommended that mills give half-day employment to children between the ages of 14 and 16 only upon the condition that these children shall attend school for the other half day. A number of the leading mills of the state already have adopted the terms of this recommendation.

THE MEDICAL DEPARTMENT OF THE NEW YORK TELEPHONE COMPANY

A Carefully Prepared Description of the Functions, Organization and Activities of the Division of Management Instituted and Intended to Keep Healthy the Thousands of Employees of this Industrial Corporation.

The New York Telephone Company is another of the progressive industrial institutions which is giving more attention to its Medical Department. This company has 33,000 employees. Relatively few of them come in personal contact with the Medical Division. *The Telephone Review*, the house organ of the company, gives an interesting account of the functions and activities of the department, which are here reproduced, in the belief that the information will prove helpful to all our members:

The Medical Department has been organized and has set out to accomplish a betterment of the physical and mental condition of the working force in the following manner:

1. Medical Examination of Applicants for Employment:—

The advantages of this procedure to the employees are as follows:

- a. Employees are given work for which they are physically fitted.
- b. Their health is protected by reason of the fact that they are protected from exposure to fellow workers who are suffering from or are carriers of communicable diseases.
- c. Through protection from communicable diseases, their families are also protected.
- d. By being selected for work for which they are physically fitted, they are given positions that do not undermine their health and attention is early directed to any physical defect which would later tend to impair their ability to work profitably, thus giving them the opportunity to recuperate their health if it has been impaired prior to the time they entered the service of the company.
- e. Protection from accident is greatly increased.
- f. Earning power is increased because employees are given work for which they are particularly adapted.

By eliminating the physically unfit, the time lost through accident and sickness is minimized and the extra burden of work which absence imposes on associates is thereby lessened.

2. Voluntary Medical Examinations and Re-Examinations of Employees:—Employees who entered the service before the

organization of the Medical Department will be given an original medical examination if they voluntarily apply for it. A re-examination annually will be given all employees who wish to take it. A reminder will be sent when this is due. The object of these periodic examinations is the detection of physical defects that either are at present or are likely soon to become real physical impairments. This procedure is primarily a measure of health conservation. It is not to eliminate workers from the service, but rather to adapt them to the work for which they are physically fitted.

No better arguments can be presented in favor of such examinations than are to be found in the daily papers in the advertisements of the Life Extension Institute, and no better proof of the popularity of such work is needed than the phenomenal success of this organization. It has received the approval of intelligent people everywhere, and despite the fact that its service is somewhat expensive, thousands in all parts of the United States are insuring their health by being physically examined, and following the advice of the doctors. Our Medical Department gives you similar service free of charge.

3. *Consideration of Sickness Disability Reports:*—The reports made by private physicians to explain the absence of employees are examined by the Medical Department to insure proper care and treatment of employees by their physicians. In this way, those who might return to work before their convalescence has been completed, either because of over-conscientiousness, or because they have been badly advised, are induced to take sufficient time to complete their cure. This precaution also serves as a protection of the associates of returning employees from the possibility of infection.

4. *Investigation of Special Cases of Illness:*—The visiting nurses of the Medical Department visit the homes of employees only upon request, and with the permission of the attending

physician. The nurse is accompanied when possible by a fellow-employee of the absentee. The purpose of these visits is to offer assistance in securing special care for our employees.

5. *Advisory Cooperation with Other Departments:*—In all matters affecting the health of our employees, such as the provision of proper working quarters and conditions, the Medical Department assists the other departments of the company in an advisory capacity. In this manner expert advice is available for the solution of such problems as heating, lighting, ventilation, etc.

6. *Provision of Emergency Medical and Surgical Aid:*—Facilities are provided in all the offices of the Medical Department for giving emergency medical and surgical aid in cases such as wounds, burns, fractures, dislocations, and sudden illnesses. In minor complaints such as headaches, sore throats, etc., not only is temporary relief given, but every effort is made to discover the underlying cause of the trouble. In this way many of our employes have been permanently relieved of such sources of annoyance and discomfort. If more than one treatment is required, the patients are referred to their private physicians, or to some special clinic where they can be treated until cured, for it is the policy of the Medical Department to give emergency treatment only.

7. *Medical Education:*—The success of the work of the Medical Department depends upon our securing the absolute confidence of the employes, and their willing cooperation. This initial article, descriptive of the work and purpose of the Medical Department, will be followed from time to time by others, keeping you in touch with its development. So that you may have instructions in the rules of health and personal hygiene, and advice as to the importance and method of correcting minor physical defects, there will appear in the *Telephone Review* monthly "Health Talks" on subjects of timely interest, such as the treatment of sunburn, need for vaccination, prevention of coughs and colds, etc. A series of cards, to be known as "First Aids to the Healthy," will be distributed and are intended to supply sensible advice in the principles of right working and right living. The lectures given recent classes at the Operators' Training Department have met with such success that it is intended to extend the practice and arrange to have similar talks given to small groups at the various exchanges and offices.

So far the advantages of the foregoing program have been extended to the employes in the Downstate Divisions. On May 1, 1917, the first Medical Clinic was opened at 15 Dey Street, New York City. Prior to that time the Employes' Benefit Fund Committee maintained only an accident room in this building, where a trained nurse was in regular attendance, and a physician visited several times a week. Since May 1, 1917, the development of the Medical Department has been rapid, despite the handicap of war conditions. By January 1, 1918, the offices had outgrown the three rooms originally occupied, and the entire seventh floor was equipped; but now even that space is insufficient and additional room will soon be provided. On August

1, 1917, a clinic was started at Newark, N. J., for the service of the New Jersey Division with an equipment uniform in every detail with that in Manhattan. And on January 1, 1918, a clinic was opened at 547 Clinton Avenue, Brooklyn, for the Long Island Division; and at 40 South Fifth Avenue, Mount Vernon, for the Westchester Division.

Professional Staff

Dr. John S. Billings, who came to the company as Medical Advisor to the Employees' Benefit Fund Committee, is now the Medical Director of the Eastern Group of Bell Telephone Companies, and is organizing the work along uniform lines in the New York Telephone Company, the Bell Telephone Company of Pennsylvania, and the Chesapeake and Potomac Telephone Company.

In August, 1918, Dr. Edward S. McSweeney became the Medical Officer for the New York Telephone Company, and the Medical Department of the Bell Telephone Company of Pennsylvania was organized, under the direction of Dr. Mervyn Ross Taylor.

In the Manhattan and Bronx Division a branch clinic is maintained at the Telephone Operators' Training Department, 58 West Houston Street, where the physicians assist the manager in the selection and placement of applicants. Here, as elsewhere, female employes are examined by women physicians.

Among the professional staff are men and women physicians who specialize in their hospital and private practice in the various branches of medicine. There are surgeons, eye, ear, nose, and throat specialists, and some who have qualified by study and experience to diagnose and advise regarding treatment in diseases of the lungs and heart. Borderline, or doubtful cases, in any of these professional departments are referred for expert opinion to the proper doctor, and in this way the service of consultants is easily obtained. Furthermore, arrangements have been made for referring employes to private physicians who have achieved a reputation for ability in such specialties as skin diseases, orthopedics (crippling or deforming diseases of the bones and joints), diseases of the thyroid gland, nervous and mental disorders, etc. At no expense to the employe, their opinion and advice is obtained whenever necessary.

Equipment and Facilities

In a completely equipped clinical laboratory, on the roof of

the building at 15 Dey Street, such examinations are made as may assist the doctors in arriving at a correct diagnosis, and in very unusual cases, where more elaborate tests are required, the Research Laboratory of the American Telephone and Telegraph Company is at our service.

In the building of the American Telephone and Telegraph Company Dr. Cassius H. Watson, Medical Advisor for the Bell System, also maintains an exceptionally fine radiographic or X-Ray Department, which we are privileged to use freely. So it can be seen that all modern methods of diagnosis are available, and there is no reason why the services rendered employees should not be scientifically accurate and as good as money can obtain anywhere.

An important feature of the work in the medical clinics is the dental examinations. So far, but one dental office has been established, that at 15 Dey Street, New York City, where there is a skilled dentist in attendance daily from 9 A.M. to noon. His function is to examine the teeth of all applicants for employment, and give emergency treatment to all who apply for the relief of pain. Those applicants who have serious dental impairments are told of the fact, and where they are not acquainted with a reliable dentist, the names and addresses of three conveniently located dentists, who do good work for a moderate charge, are given them.

Preventive Measures

In these days when the subject of health insurance is being discussed on all sides, and the legislatures are considering the advisability of enacting laws which will entitle employees to financial support during times of illness, just as the Workmen's Compensation Act protects them when they are injured by accident, we who work for the telephone companies feel very proud of and satisfied with the plan for employees' pensions, sickness and accident benefits and death benefits, so liberally administered by the Employees' Benefit Fund Committee since January 1, 1913. This insurance of employees throughout the entire Bell System was granted voluntarily. It anticipated any legislation on the subject, and gives to all telephone company workers benefits far in excess of anything required by the State. And now we read of new health legislation which, compared with what we already have, seems very elementary. So the conclusion that must be drawn is that, with regard to protection, we have cause to be congratulated.

Preventive medicine has demonstrated that a community can

decide what degree of health its citizens are to enjoy, and has established the fact that public health is purchasable, so much so that the New York State Department of Health has adopted the following as its motto:

"Public Health is purchasable. Within natural limitations a community can determine its own death rate."

The vast expenditures of public money for departments of health, dispensaries, hospitals, and sanatoria are spent with the idea that their efforts are directed toward the prevention of disease and the protection of the community. Now if this is so, it is equally true that the healthfulness of any group of workers may be improved by similar concerted efforts under intelligent direction. Instead of a Department of Health, our community of workers has a Medical Department. So similar is the function of such a medical department to a Department of Health serving a municipality, that in the Chicago Telephone Company this department is actually called the Department of Health.

Importance of Medical Department

This Medical Department is charged with duties that are second in importance to those of no other department in the company, for it has charge of the testing and selection, as well as the upkeep, of that most important element in our industrial machine, namely, the human.

It would take an article many times the length of this to tell in detail the objects and scope of the work of the Medical Department, and to describe the progress that has been made. As has been stated, more information will be forthcoming in subsequent issues of *The Telephone Review*, and it is intended to tell you only enough now to excite your interest, or perhaps relieve your apprehension, and to secure your cooperation. There is no doubt that with your cooperation much can be accomplished toward protecting your health, improving your working and living conditions, and increasing your earning capacity. You have every reason to feel that this work is being done primarily in your interest, that you may consult the physicians or dentists in confidence, and with the same assurance that you would have in consulting your private physician. The doctors of the Medical Department in no way substitute for or interfere with the functions of your private physician, but, on the contrary, every effort is made to work in cooperation with your family doctor. When defects are found that need correction, or if special treatment seems advisable, the attention of your physician is called

to the matter by telephone or letter, with your consent. At his request we will carry on special investigations to clear up obscure causes of illness, investigations that otherwise might not be possible because of the expense involved.

If anything that you have read in this article suggests to you the advisability of asking for a physical examination, act upon the suggestion *now*; speak to your superior officer so that an appointment can be made for you to visit the clinic. It can be done on the company's time, and absolutely free of cost to you.

The B. F. Goodrich Company's Americanization School

The B. F. Goodrich Company offers an excellent opportunity to all its foreign-born employees who desire to know how to speak, read and write the English language.

The Americanization School year began on the Monday following Labor Day and will continue for ten months.

Free classes are held at all hours (*to accommodate all shifts*) for Beginners, Intermediate and Advanced foreign students; also Naturalization Classes are held preparatory to the Federal examinations.

Afternoon classes meet five days per week.

Night classes meet four nights per week, Monday, Tuesday, Wednesday and Thursday nights.

The Board of Education furnishes trained teachers for all these classes.

All foreign men and women were urged to start to school the *first day* of the school year and to come regularly to class.

Awards of honor will be given to all students who are not absent from class any day.

If a student works overtime or changes shifts, he can come to another class which meets at another hour that afternoon or evening.

Each student will be allowed one excused absence each month and still be on the Honor Roll.

Any student who notifies his teacher that he cannot be present in class on a certain day but will be sure to come the next day, such absence *will not* be reported to his foreman or the educational worker in his department.

Monthly Entertainments will be held in Central School for all classes, in which demonstrations of the knowledge gained by the students will be given and an exhibit shown of each pupil's work.

A Public Recognition Day will be held during the year in

which Certificates of Attendance and Diplomas will be given out. All students in the Americanization Schools of the city who have attended school 75 hours, 150 hours, 225 hours, 300 hours, etc., will receive Attendance Certificates. Diplomas will be awarded those who successfully pass examinations.

The New York Edison Company Resumes Its Pre-War School Program

The 1919-20 term of The New York Edison Company's Commercial School began Wednesday, September 17th. The school program for the year will cover fifteen courses, seven general courses designed for agents, sales representatives, record clerks and information clerks and eight special courses designed for other groups of employes as stenographers, typists, telephone switchboard operators, junior inspectors, junior clerks and office boys. The subjects treated in the General Course are Organization and Scope of the Commercial Department of The New York Edison Company, Merchandising Electric Appliances, History and Development of Electricity (only those phases of this subject which relate to Central Station Industry are considered). Business English and Effective Speaking, Salesmanship and the Fundamental Laws Underlying Industry, Basic Principles of Individual Efficiency and Essentials of Psychology. The subjects treated in the Special Courses are the Development of Central Station Service in New York City, the Fundamental Advantages of Electricity for Light, Heat and Power, Success Factors and Citizenship, Efficient Telephoning and Rules for Telephone Switchboard Operators, Business Letter Writing, Service and Meter Rules and Regulations, certain grammar school subjects, such as Geography, History and English Composition and Arithmetic are also reviewed. This course, called a Preparatory Course, is intended for junior clerks and office boys whose fundamental education is insufficient to take the more advanced courses profitably.

The Commercial School Certificate, bearing The New York Edison Company's seal and the signature of the General Commercial Manager, Mr. Arthur Williams, is awarded to those employes who satisfactorily complete the eight General Courses.

The Year Book, giving the complete outline of the Commercial, Technical and Accounting Courses and other employe relations, may be obtained by any of our members upon application to the Bureau of Education, The New York Edison Company, Irving Place and Fifteenth Street, New York City.

THE PACKARD ADVANCED TRAINING SCHOOL

The First Training Course of Its Kind, so Far as the Writer Has Knowledge, Will Include Instruction For Assistant Superintendents, General Foremen, Foremen and Assistant and Production Foremen. In Other Words, the Object of the New Training Course is to Develop An Efficient Executive Force in the Packard Organization.

Mr. Elmer Burrell, Director of the Packard Employees' Paper, kindly furnishes the BULLETIN with the following information regarding the new training course for executives of his company:

"Know your company, its various systems, methods, departments, and the many knotty problems of your fellow employees, as well as that task you are fulfilling every day."

With this in mind there has been established in the Packard Company an Advanced Training School for all men on the "70" roll. This includes Assistant Superintendents, General Foremen, Foremen, Assistant and Production Foremen. In other words, Packard's Advanced Training School has for its object that of acquainting in a direct manner the whole executive force of the Packard organization with the many other departments and systems of the business which many only occasionally come in contact with or may know little about.

The Start

Naturally, this situation is to be expected in any large organization. The school had its origin in the spring of 1918, at which time Mr. Beall, the President of Manufacturing, in cooperation with Mr. Stanbrough, General Superintendent, decided to institute a school for the job setters in the plant. The Krit Building, which had been given over to educational work, was selected as the place for these meetings.

Mr. E. E. Mead, one of the first Packard employees, and by reason of such well familiar with the entire organization, was placed in charge. Also his vast experiences in an executive capacity, as well as his mechanical ability, had much to do with the selection.

A two weeks' course of instructions, consisting mostly of lectures, was given to each class of job setters. The result passed all expectations. The job setters were enthusiastic and the school proved so successful that it was decided to conduct a series of assemblies on a larger scale.

The first foremen's assembly began on the sixth of January, 1919, with an enrollment of about forty. The course was extended to cover a period of three weeks and the classes were held every morning from ten to eleven, except Saturdays. Fourteen lessons complete the course and they are covered by a group of instructors who are experts or specialists in their respective lines. The whole course is a practical one rather than theory or part theory. Each instructor has been picked by reason of his success in his chosen field.

Though the course does not typify the entire production end of the vast organization, yet it gives the big general idea.

At the conclusion of each lecture there follows a general discussion of the topic. Questions are invited and every step is taken to impress all facts deep into the mind of each student.

At the conclusion of the three weeks' course, a written examination is given and the result of each student is tabulated for future records.

About 450 Packard executives are eligible for attendance at the Advanced Training School. Three hundred and seventy-eight have completed the course or are now attending the assemblies. Each class has an average enrollment of forty men, who are selected from all the different departments in the plant—from the office as well as the machine shop—at different times.

Selection of Students

All candidates for the school are selected by Mr. Mead in cooperation with the various department heads. They are then made up into classes, a few from each department in order not to interfere with production.

Not alone does such a course have a tendency to have the employe know more about the organization, but it makes each feel he is an important part of it.

There has been no little comment on the recently conceived plan of offering Packard executives the opportunity of enlarging their grasp of the Packard organization through the medium of an Advanced Training School. The idea, entirely new, was variously, often doubtfully, appraised in the beginning by some foremen. And it was not until one or two of the classes had "been graduated" that the waves of enthusiasm came rolling in upon Mr. Mead, the School Monitor. Now the prevailing cry is: "Give us more."

"The school is O. K., but there is not enough of it. I wish it would be so organized as to meet more frequently, every three

months, for instance," was the comment of one foreman who attended the first class.

"Those in charge of the school do not realize as well as I do what the school has done for me," another enthusiastic supporter stated. "I never had the opportunity of some to educate and broaden myself, and this was the first chance I have had to get an idea of the Packard organization as a whole."

The program for the course is as follows:

FIRST WEEK

Enrollment	E. E. Mead (Superintendent, Advanced Training)
Discipline	C. F. Holderman (Shop Disciplinarian)
Premium System.....	P. P. Verner (Clerical Superintendent)
Inspection and Scrap.....	C. S. Stark (Chief Inspector)
Tools	R. N. Brown (Mechanical Superintendent)

SECOND WEEK

Time Study.....	J. T. B. Rheinfeldt (Time Study Department)
Routine System.....	A. G. Diem (Clerical Department)
Stock	J. M. Haines (Supervisor of Stores)
Production	C. F. Tollzein (Manager of Production)
Care of Machinery.....	E. E. Mead (Superintendent, Advanced Training)

THIRD WEEK

Employment	E. A. Dryden (Manager of Employment)
Time Keeping.....	W. A. Kumerow (Chief Time Keeper)
Safety and Sanitation.....	J. H. Marks (Construction Superintendent)
What Makes an Executive?.....	D. G. Stanbrough (General Superintendent)
Examination	E. E. Mead (Superintendent, Advanced Training)

EDUCATIONAL PROGRAM OF THE KNIGHTS OF COLUMBUS

This Organization Has Decided It Can Be a Helpful Factor in Promoting Better Education and Better Training. With this Object in View a Committee Was Appointed and Conferences Held Which Resulted in an Educational Program Which Has Been Approved by the Supreme Board of Directors.

At a meeting in Detroit on June 29th of the Supreme Board of Directors of the Knights of Columbus a committee was appointed to confer with leading educators of the country, with a view to submitting to the Board a plan for educational courses to be conducted by councils of the Order. This committee, which was composed of many of the leading educators of the country, met in New York the latter part of July and conferred with educators representing practically every factor in the educational system of the United States. The Managing Director of our Association was invited to these conferences and assisted in framing the educational program which has now been adopted by the Order. The plan does not limit the new educational functions to members of the Order, but the courses will be open to all, without regard to race or religion, who may wish to avail themselves of the opportunity. Special effort will be made to reach and train men and boys of good character, but, wherever possible, women and girls will be included in the new activities. It is the policy of the Educational Committee of the Knights of Columbus not to duplicate the work of such educational agencies as now exist, and which are giving satisfactory instruction in the branches included in this plan, but wherever such courses are already established the councils of the Knights of Columbus will cooperate with these agencies and avail themselves of the educational resources of the public school system, as well as private educational institutions. It is the general plan to have the courses so arranged as to enable members of the Knights of Columbus and others to supplement their studies in commercial and industrial knowledge and to prepare for the professions. Every effort will be made to adapt these new courses to the needs of employers and industry in general, and to secure the active cooperation of labor. The range of subjects decided upon is submitted "with the understanding that it will be the part of each council or group of councils to choose such courses as meet the needs of the locality and such as their resources can supply.

Wherever possible, specialized short unit courses omitting non-essentials should be provided. In every course special emphasis should be laid upon the importance of American citizenship, in which special courses should be offered, varying from instruction in elementary English and civics to lectures upon the fundamental principles of American democracy."

In the commercial courses, accounting in all its branches, banking and finance, marketing, including salesmanship, sales management, advertising, retail merchandising, etc., will be given. Courses in foreign trade, in management, in business law and in commercial correspondence also will be given. Private secretarial courses, courses for junior clerks, courses designed to aid personal development, and civil service courses will be included. In the industrial courses, airship construction automobiles, motion picture operating, knowledge of electricity and its application, courses for jewelry workers, plumbers, printing, lithography, decorating, welding, ventilation and heating will be given. There will also be courses in industrial relations, employment, courses for inspectors of industrial pursuits, health and safety, civil service courses and courses in citizenship.

Language, literature, history, civics and ethics, emphasizing in literature the best expression of our American ideals and spirit; in history, the origin and meaning of our institutions, particularly of our democracy and system of representative government, and in ethics the three things for which our government was established—life, liberty and happiness, showing how these depend on our principles about authority, law, obligations, human rights and duties, property, capital, labor, wages, strikes, arbitration, profit sharing, etc.

It is understood that the subjects or groupings of subjects would vary to meet the particular needs of persons and localities. Special subjects may be grouped to form special courses.

A Critical Time

It seems probable that we stand today at one of those definite turning points in human history where a generation of men has it in its power, by the exercise of faith and wisdom, by facing the problems of the moment without passion and without shrinking, to determine the course of the future for many years. If we can rise to the height of our opportunity we may hope not merely to pass safely through the immediate crisis, but to contribute largely to the future welfare of the nation.—*Wingfoot Clan*, house organ of The Goodyear Tire and Rubber Company.

**The Newport News Shipbuilding and Drydock Company is
Inaugurating Musical Developments Through Its
Y. M. C. A.**

Richard Durrett, the new musical director and activities secretary, comes to Newport News from Fort Oglethorpe, Ga., where, during the past year, he has been camp musical director, putting on minstrel shows and vaudeville, drilling glee clubs, organizing and directing orchestras, giving the soldiers individual vocal lessons—everything that a busy musical director in a busy camp could find to do. Mr. Durrett hails from New York, where he was a member of the Century Grand Opera Company and of the National Grand Opera Company. In addition to this, he was the manager of the famous Russian Symphony Orchestra and of other concert attractions.

When seen recently, regarding his plans for work in the Shipyard, Mr. Durrett said:

"I have been studying the possibilities here in the Yard and have come to the conclusion that the first thing I shall do is to organize a Shipyard men's chorus, to be composed of about sixty voices. With such an organization, which will meet once a week for rehearsal, singing music which will be easily learned, we can lay the foundation for a permanent work along this line. I do not restrict membership in the chorus to trained singers alone; if a man comes in who has the willingness to be taught, I shall teach him. Then, a little later on, I shall organize a female chorus, as a separate organization from the men's chorus, but one with which music for mixed voices can be rendered.

"I am now taking names of men who are interested in this sort of thing—and, mind you, you'd be surprised at the number of names I am getting—good, solid fellows, too—and, between now and the fifteenth of September, expect to complete the roster. Rehearsals will start early in September. I am also enrolling the women for the female chorus."

On the social side, Mr. Durrett plans to organize a ladies' auxiliary committee, to assist him in planning entertainments, and to make the Shipyard Y as popular on the social side of things as it is in other lines of recreational activities. With Mr. Durrett, representing the Board of Governors, are J. I. Pedigo and D. E. Cutler, Social Committee, who are looking forward to a busy season.

General Motors Corporation Dormitory Building

The General Motors Corporation will build at Flint, Mich.,

a dormitory building for its employees, at a cost estimated at between \$2,300,000 and \$2,500,000. Ground for the new structure will be broken Monday morning, and the contractors agree to have the building completed within nine months.

It will be a seven-story building of fireproof construction, occupying a full block of ground. It will contain sleeping quarters for 1,168 men, eating accommodations for 1,300 men, recreational facilities for 350 persons at one time, amusement facilities for 700 persons, an auditorium with a capacity of 1,279 persons and educational facilities for 430 persons at one time, making it possible to keep 2,759 persons agreeably occupied in the building at once.

Friends of Our Association Make Substantial Contributions Toward Educational Progress

Mr. George Eastman, President of the Eastman Kodak Company, Rochester, New York, which company is a Class "A" member of our Association, has given to the Rochester University \$3,500,000 for the establishment of a school where music can be taught in conjunction with motion pictures.

Mr. Pierre du Pont, of the E. I. du Pont de Nemours and Company, a Class "A" member of our Association, has given \$2,000,000 to assist in building better public school buildings in the State of Delaware.

Mr. James A. Farrell, President of the United States Steel Corporation, has made a gift of \$20,000 for the establishment of a school at Georgetown University, where Foreign Service will be taught. Most of the subsidiaries of the United States Steel Corporation have Class "A" membership in our Association. Mr. Farrell has invited other members of the National Foreign Trade Council to contribute to the success of the new course.

Educational Program of the National City Bank

The National City Bank of New York has arranged an intensive but well-balanced program of classes to be conducted by the Educational Department, which, however, will be supplemented by a wider use of established educational courses in the community. The bank has found it desirable to discontinue all evening sessions of classes, thus reducing to a minimum the interference with bank work and regular class attendance. All classes will be held in the morning—before nine o'clock. The elementary courses this year will include a Page Class and a

Messenger Class, also classes in Office Practice, English, Elementary Banking and Arithmetic. The professional courses will include Credit, Foreign Exchange Banking and Languages. The general educational courses will include outside courses, such as the Alexander Hamilton Institute and courses offered by the universities in New York City. The professional courses also will include Accountancy. The bank will pay one-half the cost of all outside courses.

Important changes have been made in the method by which students will be enrolled. The classes will begin on Monday, October 6th, and those desiring to avail themselves of the Bank's classes must make application to the Educational Department before September 20th. The Committee will then consider their application and notify them whether or not they will be eligible to attend the class desired. The previous educational record of the applicant, the character of his work, his record in the department, and the recommendation of the Director of Personnel and his Division Head will be factors in determining eligibility for classes. The policy of the Educational Committee will be to maintain strict standards of eligibility for admission to classes.

In the event that any student fails to attend two consecutive sessions of a class without suitable excuse, he will be denied the privilege of further attendance at the class.

The National City Bank Club has issued an educational number of its magazine, "Number Eight," being the August issue. This number contains the educational courses in full. It also contains a complete survey of courses offered for employees of the bank by outside institutions. Our members can undoubtedly secure a copy of this issue of "Number Eight" by writing to Allen Billingsley, in care the National City Bank, New York City.

Industrial Relationship Plan of the Westinghouse Air Brake Company

In writing of the Industrial Relationship Plan which went into effect at the Westinghouse Air Brake Company on the 15th of July, and which plan embraces an Industrial Relationship Committee and an Industrial Manager, President A. L. Humphrey states:

"The purpose of this committee is to provide a more direct communication between the management and the employees, and the Industrial Manager has the function of forming the connecting link for the two.

"In completing this arrangement the Company is putting into practice a plan which it has had under contemplation for a long time and upon the elaboration of which a great amount of thought and consideration has been expended."

Plan of Employee Representation, New York Telephone Company

(From the Telephone Review.)

The employees and the management of the New York Telephone Company, believing that their interests in the conduct of the affairs of the company are mutual, in that the successful operation of the company from a service and financial standpoint is necessary if the employees are also to profit to the greatest extent and that this successful operation is dependent upon the continuation and strengthening of the present close and cordial relationship existing between them, are undertaking by the adoption of a plan of employee representation, to establish their relations upon a definite and durable basis of mutual understanding and confidence.

The plan provides for the election by the employees themselves of their own representatives who will meet with representatives of the management for the consideration and discussion of mutual problems.

The success of this plan will depend more upon the spirit in which it is carried out, both by employees and by the management, than upon any other one factor.

Under this arrangement the public will enjoy the fullest benefit of the loyalty and *esprit de corps* which always have characterized the employees of the New York Telephone Company and which the company has done so much to foster through the telephone societies, first aid and safety organizations, sick benefit, accident, and pension plans, *The Telephone Review*, and other agencies.

Burroughs Adding Machine Company Rewards Good Attendance Records

The Burroughs Adding Machine Company has a special award for those who attain perfect scores in matters of attendance and punctuality. Each person attaining a perfect score during the year is allowed a vacation of fifteen working days, and in addition paid for six days' service at half time, or in other words, given three extra days' pay as a bonus.

International Harvester Company Developing Its Alien Employees Into Citizenship Through the Knowledge of the English Language

The International Harvester Company announces that the classes in English at its McCormick Works are developing very satisfactorily. There is an average attendance of fifty-six and the classes are divided into beginners, middle and advanced classes. All of the members are foreigners who have determined to become Americans in speech as well as in action. The School Board of Chicago and the Americanization Committee of the Chicago Association of Commerce are cooperating.

Subjects Covered in The National Cash Register Company's Educational Courses

The Educational Department of The National Cash Register Company announces that the following subjects will be taught during the coming fall and winter seasons: Advertising, accounting, mechanical drawing, shop mathematics, printing, public speaking, salesmanship (elementary), salesmanship (advanced) and agency office practice. The courses will be conducted evenings at the Company's City Club. Other subjects will be added, provided there is a sufficient number of applicants to justify the effort.

What the Georgia Legislature Did for Education This Year

1. Passed by overwhelming vote the amendment, fought for years, requiring every county in the State to levy from one to five mills in addition to State appropriation for schools.
2. Increased appropriations for vocational education, and put evening and part-time training in the State school laws.
3. Strengthened the compulsory-attendance law.
4. Passed law requiring school buildings to be constructed in accordance with plans furnished by the State department of education.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

W. S. MACARTHUR, Chairman.
Armour and Company.

F. E. LOOMIS, Secretary-Treasurer.

Merchants Loan & Trust Co.

Philadelphia Chapter

MONT H. WRIGHT, Chairman.
John B. Stetson Co.

MAHLON R. KLINE, Secretary-Treasurer.

Philadelphia Rapid Transit Co.,
York Road and Luzerne St.,
Philadelphia, Pa.

Pittsburgh Chapter

P. E. WAKEFIELD, Chairman.
Carnegie Steel Company, Duquesne, Pa.

I. B. SHOUP.
Westinghouse Elec. & Mfg.
Company, East Pittsburgh,
Pa.

Western New York Chapter

JAMES H. RAND, Temporary
Chairman.
The Rand Company, North
Tonawanda, N. Y.

H. E. PUFFER, Temporary Sec-
retary-Treasurer.
Larkin Company, Buffalo, N. Y.

New York City Chapter

A. S. DONALDSON, Chairman.
R. H. Macy & Company.
JOHN F. KELLY, Secretary-Treas-
urer.
The New York Edison Com-
pany.

CHAIRMEN AND DUTIES OF SUB-COMMITTEES

Survey and Recommendation

MR. R. G. RODKEY, Chairman.
The Chase National Bank, New
York, N. Y.

Duties:

To report on new movements
vital to the Association and
make recommendations of such
new committee work as should
be undertaken.

Public Education

MR. C. E. SHAW, Chairman.
Dennison Manufacturing Co.,
Framingham, Mass.

Duties:

To determine the relative merits
of special and general training
in the Public Schools as prepa-
ration for business life.

Health Education

DR. F. S. CRUM, Chairman.
The Prudential Insurance Com-
pany of America, Newark, N. J.

Duties:

- a. To collect further data as to
the chief causes of industrial
illness and their prevention.
- b. To show the rational limits to
health work in industrial es-
tablishments.
- c. To determine the relative
values of different means of
health and safety education.

**The Application of Psychological
Tests and Rating Scales in
Industry**

DR. H. C. LINK, Chairman.
United States Rubber Co., New
Haven, Conn.

Duties:

- a. To show what specific methods
and tests have proven of
value.
- b. To state the psychological
bases for employment tests,
as an aid to their further
extension and use, and to in-
clude a rating scale.

Job Analysis

MR. HARRY A. HOFF, Chairman.
Federal Reserve Bank, New
York City.

Duties:

- a. To show successful methods
and what they have accom-
plished.
- b. To suggest rational methods
of procedure in analyzing
jobs of different character.

Employment

MR. JOHN C. BOWER, Chairman.
Westinghouse Electric and
Manufacturing Company,
East Pittsburgh, Pa.

Duties:

To show the complete organiza-
tion of an employment depart-
ment with reference to train-
ing, safety and health activities
and the relation of all of these
to production, accounting, and
marketing.

**Employee Representation in Man-
agement**

DR. LEE GALLOWAY, Chairman.
New York University, New
York City.

Duties:

- a. To study the needs for and
the present plans of employee
representation in manage-
ment.
- b. To study the relative merits of
various schemes for adjusting
industrial relations.

Labor Turnover

MR. BURR A. ROBINSON, Chair-
man.
United States Rubber Com-
pany, New York City.

Duties:

- a. To study the causes and the
means for reducing labor
turnover.
- b. To analyze the disturbing ele-
ments in industrial employ-
ment and suggest means for
neutralizing them. For ex-
ample, in the various plants
of one of the large industrial
corporations where labor
conditions are practically uni-
form, the per cent of turnover
varies from 85% to 300% in

different cities. There must be other conditions affecting labor turnover than hours, wages, and working conditions of the institution.

Marketing

MR. JOHN MCLEOD, Chairman.
The Carnegie Steel Co., Pittsburgh, Pa.

Duties:

- a. To continue the study of the vital factors in marketing and the elements of efficiency lacking in present methods.
- b. Successful methods of training for marketing in typical industries.
- c. The basis for training in important branches of marketing. For example, the discussion of E. St. Elmo Lewis at the Buffalo Convention.

Office Work Training

MISS HARRIET F. BAKER, Chairman.
The New York Edison Co., New York City.

Duties:

- a. To show the results of representative office work schools.
- b. To show types of training adapted to small offices.
- c. To suggest ways for developing into trainers those directing office workers.

Executive Training

DR. E. B. GOWIN, Chairman.
New York University, New York City.

Duties:

- a. To continue the study of methods for selecting and training men for executive positions.
- b. To analyze the requirements for executive leadership and suggest means for developing such qualities in employees.
- c. To make an intensive study of the value of company conferences.

Technical Training

MR. G. H. PFEIF, Chairman.
General Electric Co., Schenectady, N. Y.

Duties:

- a. To suggest a practical working plan for a committee on Educational Relations with Colleges.
- b. To recommend standard forms for recording the qualifications of college graduates.
- c. To suggest plans for a Central Bureau for the placing of college graduates in industry.

Trade Apprenticeship

MR. E. E. SHELDON, General Chairman.

R. R. Donnelley & Sons, Chicago, Ill.

Duties:

- a. Some sort of admonition in regard to keeping up of standards and not shortening the term of apprenticeship.
- b. A study of the apprenticeship laws of such states as have formulated laws.
- c. The recommendation of a sound system for the teaching of industrial economics.

Section I—Manufacturing

MR. R. F. CAREY, Chairman.
Westinghouse Electric and Manufacturing Company, Lester, Pa.

Duties:

- a. To study the problem of standardizing apprentice instruction in various trades.
- b. To study the value of introducing special subjects (other than those directly related to the trade) into the school program.
- c. To show the relative merits of instruction with and without a training room.

Section II—Steel and Iron and Plant Maintenance

MR. C. E. STRAIT, Chairman.
American Rolling Mill Co., Middletown, Ohio.

Duties:

- a. To describe successful apprentice courses in various industries.
- b. To study the problem of apprenticeship in smaller shop units and plants.

Skilled and Semi-Skilled Labor

DR. A. J. BEATTY, Chairman.
American Rolling Mill Co., Middletown, Ohio.

Duties:

- To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.

Unskilled Labor and Americanization

MR. J. E. BANKS, Chairman.
The American Bridge Co., Ambridge, Pa.

Duties:

- a. To determine the feasibility of using English exclusively in industrial plants.
- b. To investigate the desirability of citizenship as a basis for employment or promotion.

- c. To determine further the actual results of Americanization work among corporations.
- d. To make clear definition of the meaning of the term Americanization.
- e. To make a digest of the work of large corporations along these lines.
- f. A suggestion of the possibility of testing the results of efforts along these lines by a comparison of two selected groups the one with, the other without help along the path of Americanization.

Profit Sharing and Allied Thrift Plans

MR. L. S. BITNER, Chairman.
Procter and Gamble Co., Cincinnati, Ohio.

Duties:

To study all means which can be employed by a corporation to encourage thrift.

Training for Foreign Commerce

MR. A. L. BILLINGSLEY, Chairman.
National City Bank of New York, New York City.

Duties:

To formulate and outline fundamentals of the subject.

Class "A" Members

AMERICAN AGRICULTURAL CHEMICAL COMPANY, New York, N. Y.	MR. MYRON S. HAZEN
AMERICAN BRIDGE COMPANY, Pittsburgh, Pa.	MR. J. E. BANKS
AMERICAN HARD RUBBER COMPANY, New York City	MR. S. H. RENTON
AMERICAN LOCOMOTIVE COMPANY, Schenectady, N. Y.	MR. L. L. PARK
AMERICAN ROLLING MILL COMPANY, Middletown, Ohio	MR. CHARLES R. HOOK
AMERICAN SHEET AND TIN PLATE COMPANY, Pittsburgh, Pa.	MR. J. A. HUNTER
AMERICAN TELEPHONE AND TELEGRAPH CO., 195 Broadway, N. Y.	MR. K. W. WATKINSON
ARMOUR & COMPANY, Chicago, Illinois	MR. W. S. MACARTHUR
THE ATLANTIC REFINING COMPANY, Philadelphia, Pa.	MR. J. D. GILL
THE BELL TELEPHONE COMPANY OF PENNSYLVANIA, Philadelphia, Pa.	MR. J. C. LYNCH
THE BILTON MACHINE TOOL COMPANY, Bridgeport, Conn.	MR. C. E. BILTON
THE BRIGHTON MILLS, Passaic, N. J.	MR. H. V. R. SCHIEL
BRIDGEPORT BRASS COMPANY, Bridgeport, Conn.	MR. ROBERT H. BOOTH
BROOKLYN EDISON COMPANY, Inc., Brooklyn, N. Y.	MR. W. N. FENNINGER
BURROUGHS ADDING MACHINE CO., Detroit, Mich.	MR. F. H. DODGE
A. M. BYERS CO., Pittsburgh, Pa.	MR. C. L. JAMISON
CARNEGIE STEEL CO., Pittsburgh, Pa.	MR. JOHN MCLEOD
THE CHASE NATIONAL BANK, New York, N. Y.	MR. ROBERT G. RODNEY
CINCINNATI MILLING MACHINE COMPANY, Oakley, Cincinnati	MR. FRED A. GEIER
THE CLEVELAND-CLIFFS IRON COMPANY, Ishpeming, Mich.	MR. W. H. MOULTON
COLUMBIA STEEL & SHAFTING COMPANY, Pittsburgh, Pa.	MR. E. L. PARKER
COMMONWEALTH EDISON COMPANY, 72 W. Adams St., Chicago, Ill.	MR. FRED R. JENKINS
COMMONWEALTH STEEL COMPANY, St. Louis, Mo.	MR. ARTHUR T. MOSEY
CONSOLIDATED GAS CO. OF N. Y., 4 Irving Place, New York City	MR. C. R. LAMBERT
CONSOLIDATED GAS, ELECTRIC LIGHT & POWER CO. OF BALTIMORE, Baltimore, Md.	MR. DOUGLAS BURNETT
THE CROCKER-WHEELER COMPANY, Amherst, New Jersey	MR. C. N. WHEELER
THE CURTIS COMPANY, Inc., Clinton, Iowa	MR. C. D. PERRIN
DEERE & COMPANY, Moline, Ill.	MR. A. P. WEBSTER
DENNISON MANUFACTURING CO., Framingham, Mass.	MR. C. E. SHAW
DODGE MANUFACTURING CO., Mishawaka, Ind.	MR. MELVILLE W. MIX
HENRY L. DOHERTY & COMPANY, 60 Wall St., New York, N. Y.	MR. L. F. FULD
R. R. DONNELLEY & SONS COMPANY, Plymouth Place, cor. Polk, Chicago, Ill.	MR. T. E. DONNELLEY
THE DOW CHEMICAL COMPANY, Midland, Michigan	MR. L. G. MORRELL
E. I. DUPONT DE NEMOURS & CO., Wilmington, Delaware	MAJOR F. O. WHITLOCK
DURHAM HOSIERY MILLS, Durham, N. C.	MRS. W. W. SHAW
EASTERN MANUFACTURING COMPANY, Bangor, Me.	MR. C. K. HATTFIELD
EASTMAN KODAK CO., Rochester, N. Y.	MR. F. W. TURNER
ELLIOTT-FISHER COMPANY, Harrisburg, Pa.	MR. W. R. BUSCH
EQUITABLE LIFE ASSURANCE SOCIETY, New York, N. Y.	MR. F. P. FITZER
FARMERS' LOAN & TRUST CO., New York, N. Y.	MR. EDWIN S. MARSTON
FEDERAL RESERVE BANK OF CHICAGO, Chicago, Ill.	MRS. S. A. SHOOP
FEDERAL RESERVE BANK OF NEW YORK, New York City	MR. H. A. HOFF
FELS & COMPANY, Philadelphia, Pa.	MR. MAURICE FELS
GENERAL ELECTRIC COMPANY, Schenectady, N. Y.	MR. H. G. REIST
GENERAL MOTORS CORPORATIONS, Detroit, Mich.	MR. H. H. RICE
GOODMAN MANUFACTURING COMPANY, Chicago, Ill.	MR. A. B. BARNES
THE B. F. GOODRICH CO., Akron, Ohio	MR. B. N. ROHRER
THE GOODYEAR TIRE & RUBBER COMPANY, Akron, Ohio	MR. H. S. CRAIGHILL
W. R. GRACE & CO., New York, N. Y.	MR. PAUL C. HOLTER
THE GRATON & KNIGHT MANUFACTURING CO., Worcester, Mass.	MR. T. C. GREENE
THE GREAT WESTERN SUGAR COMPANY, Denver, Colo.	MR. H. W. DAHLBERG
HABERSHAW ELECTRIC CABLE COMPANY, Inc., Yonkers, N. Y.	MR. J. W. SHERVE
H. J. HEINZ COMPANY, Pittsburgh, Pa.	MR. HOWARD HEINE
HEWITT RUBBER COMPANY, Buffalo, N. Y.	MR. H. H. HEWITT
GEORGE A. HORNEL AND COMPANY, Austin, Minn.	MR. JAY C. HORNEL
HYATT ROLLER BEARING DIVISION, UNITED MOTORS CORPORATION, Newark, N. J.	MR. H. E. K'BURG
ILLINOIS STEEL CO., Chicago, Ill.	MR. T. W. ROBINSON
ROBERT H. INGERSOLL & BRO., New York City	MISS DONNETT CHASE
INTERNATIONAL DISPLAYS CO., Cleveland, Ohio	MR. A. T. FISCHER
INTERNATIONAL HARVESTER COMPANY OF NEW JERSEY, Chicago, Ill.	MR. G. A. RANNEY

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